

# This Is The Generative Culture

You Are Looking For...

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Cbus IIBACON

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# About Logan

- 11+ years of development experience
- Started being agile and doing devops since 2011.
- Currently working with Collabnet VersionOne and Directing DevOps Strategy
- My passion is helping organizations be agile, do devops, do agile engineering, deliver well and continuously improve.
- Experience in Banking, Financial Services, Retail, Healthcare, Military and DoD.
- CSM, Scrum Alliance



**THIS IS THE GENERATIVE CULTURE**



**YOU ARE LOOKING FOR**

imgflip.com



# Hypothesis

We CAN realize the promised \$\$\$ value of Agile + DevOps when we focus on the people AND the technical practices.







# What Is Agile?

## Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.  
Through this work we have come to value:

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**Individuals and interactions** over processes and tools

**Working software** over comprehensive documentation

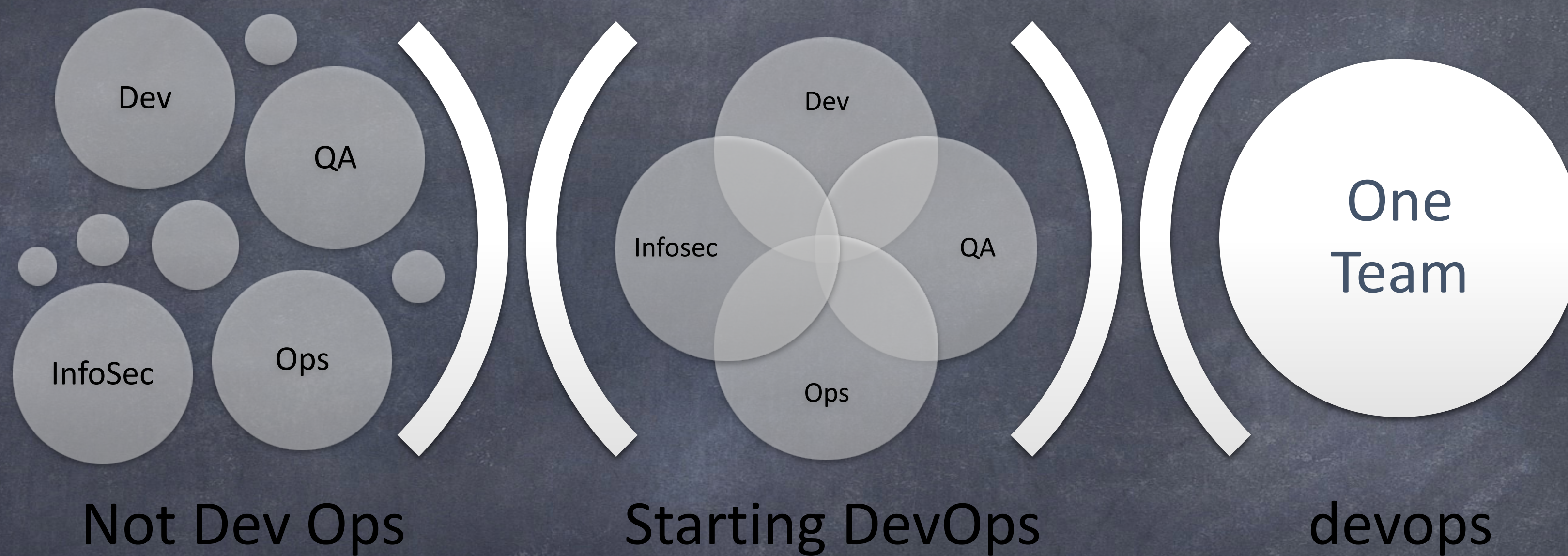
**Customer collaboration** over contract negotiation

**Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.



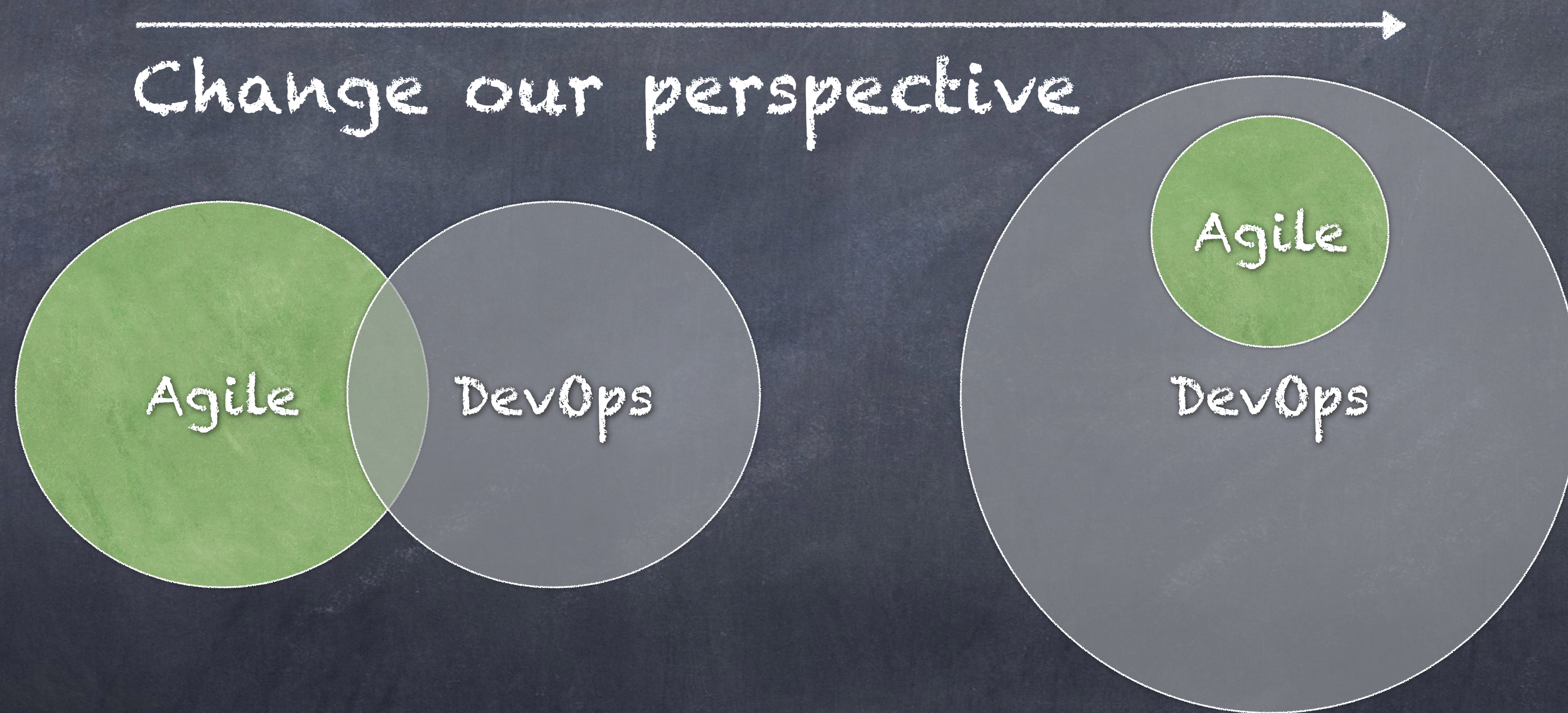
# What is DevOps?



- The relentless pursuit of continuous improvement in our planning, development and operations processes.

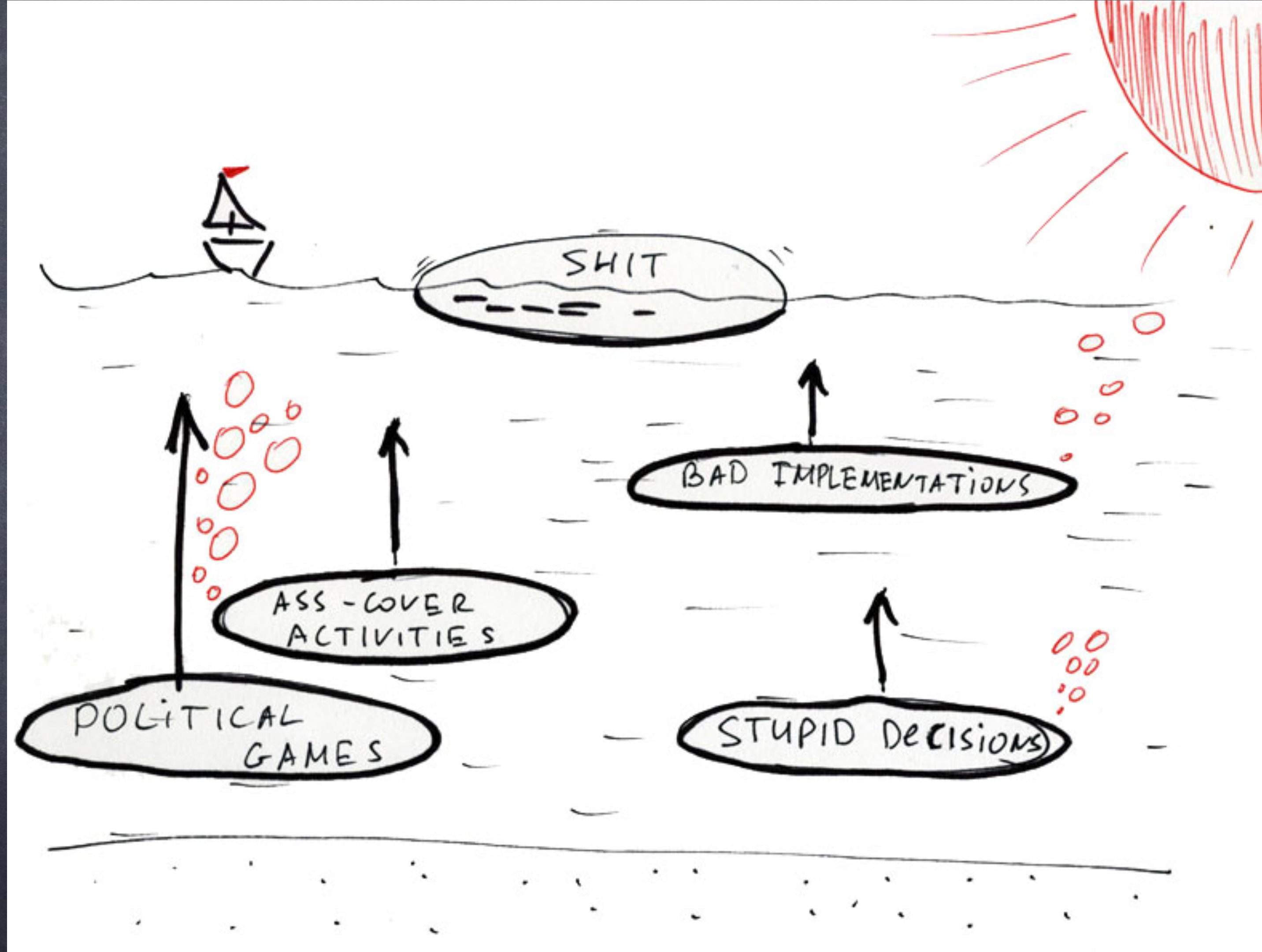


# What Is Value Stream Management?



Agile and DevOps NEED each other







# Your First Question?

But We Haven't  
Talked About  
Generative  
Cultures Yet!







Why Does It Feel Like This?



# Starting with WHY

Customers will NEVER love a company until the employees love it FIRST

Stand for PEOPLE. Not a product, or service, or metric, or number. Stand for real, living, breathing people and we will change the world

-Simon Sinek



How Do We Help Employees  
Love Their Companies?



# Quick Survey

<https://bit.ly/2KRxQDT>





# Westrum Organizational Culture Chart

Pathological (power-oriented)	Bureaucratic (rule-oriented)	Generative (performance-oriented)
Low cooperation	Modest cooperation	High cooperation
Messengers shot	Messengers neglected	Messengers trained
Responsibilities shirked	Narrow responsibilities	Risks are shared
Bridging discouraged	Bridging tolerated	Bridging encouraged
Failure leads to scapegoating	Failure leads to justice	Failure leads to enquiry
Novelty crushed	Novelty leads to problems	Novelty implemented

<https://continuousdelivery.com/implementing/culture/>

## Which One Are You?

Note: novelty = new ideas



# High Cooperation



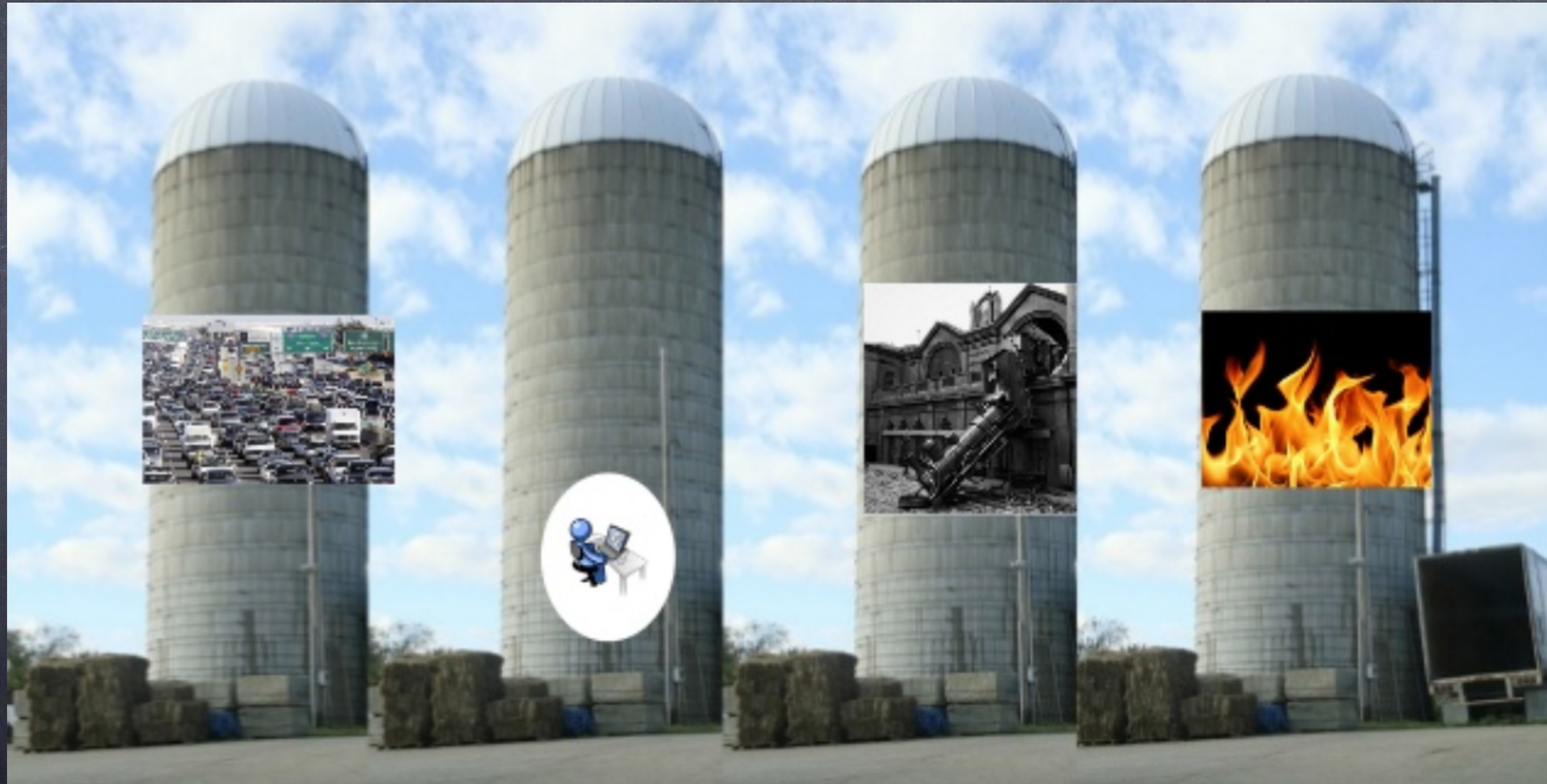


# Messengers Trained





# Risks Shared





# Bridging Encouraged



<http://barnraisersllc.com/2017/10/surprising-facts-collaboration-workplace/>

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# Failure Leads To Enquiry



**BLAMELESS**  
**Post-Mortems**



Novelty (new ideas) Implemented

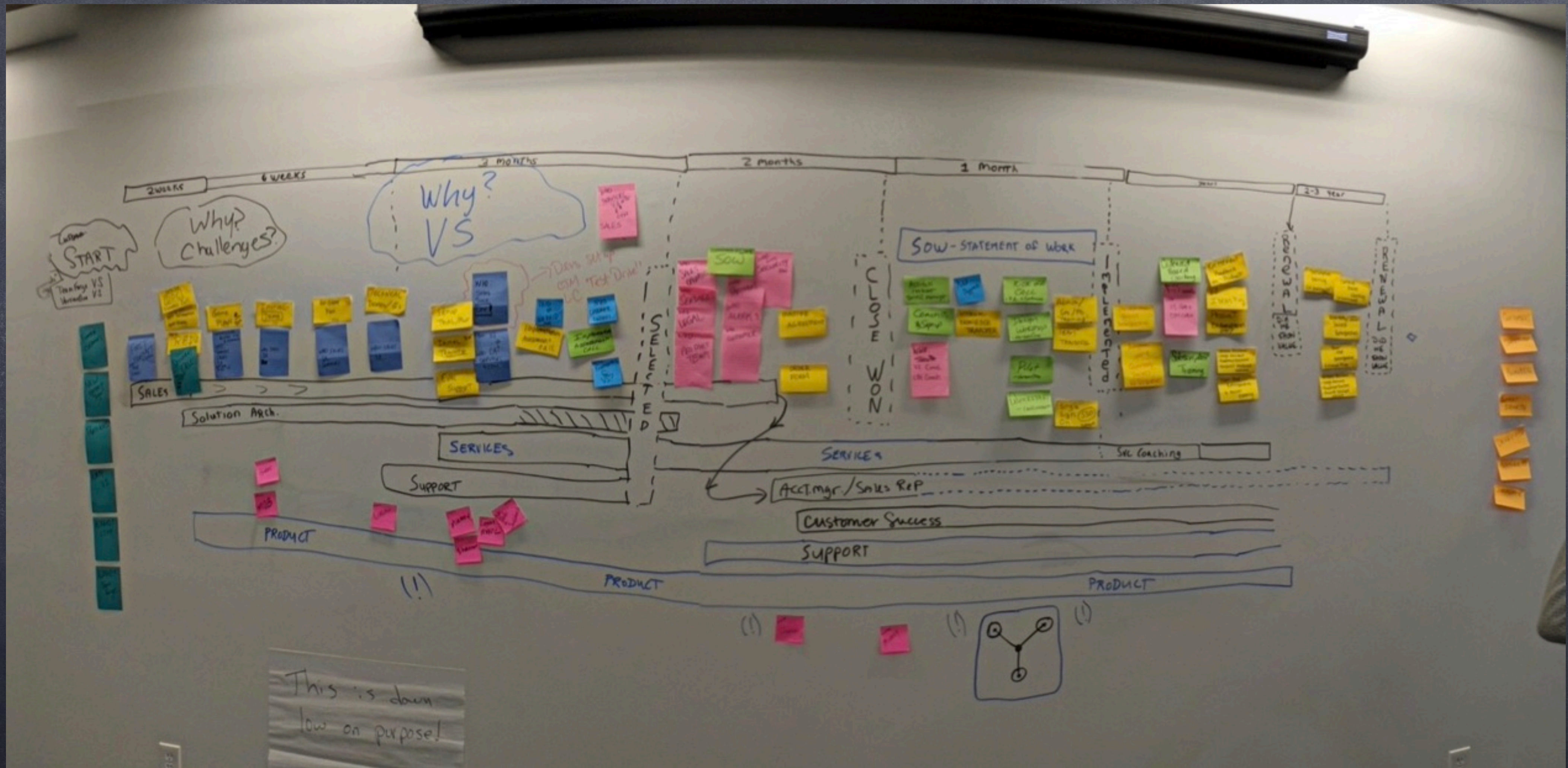


<https://andanotherthing.co/2017/06/experimentation-3/>

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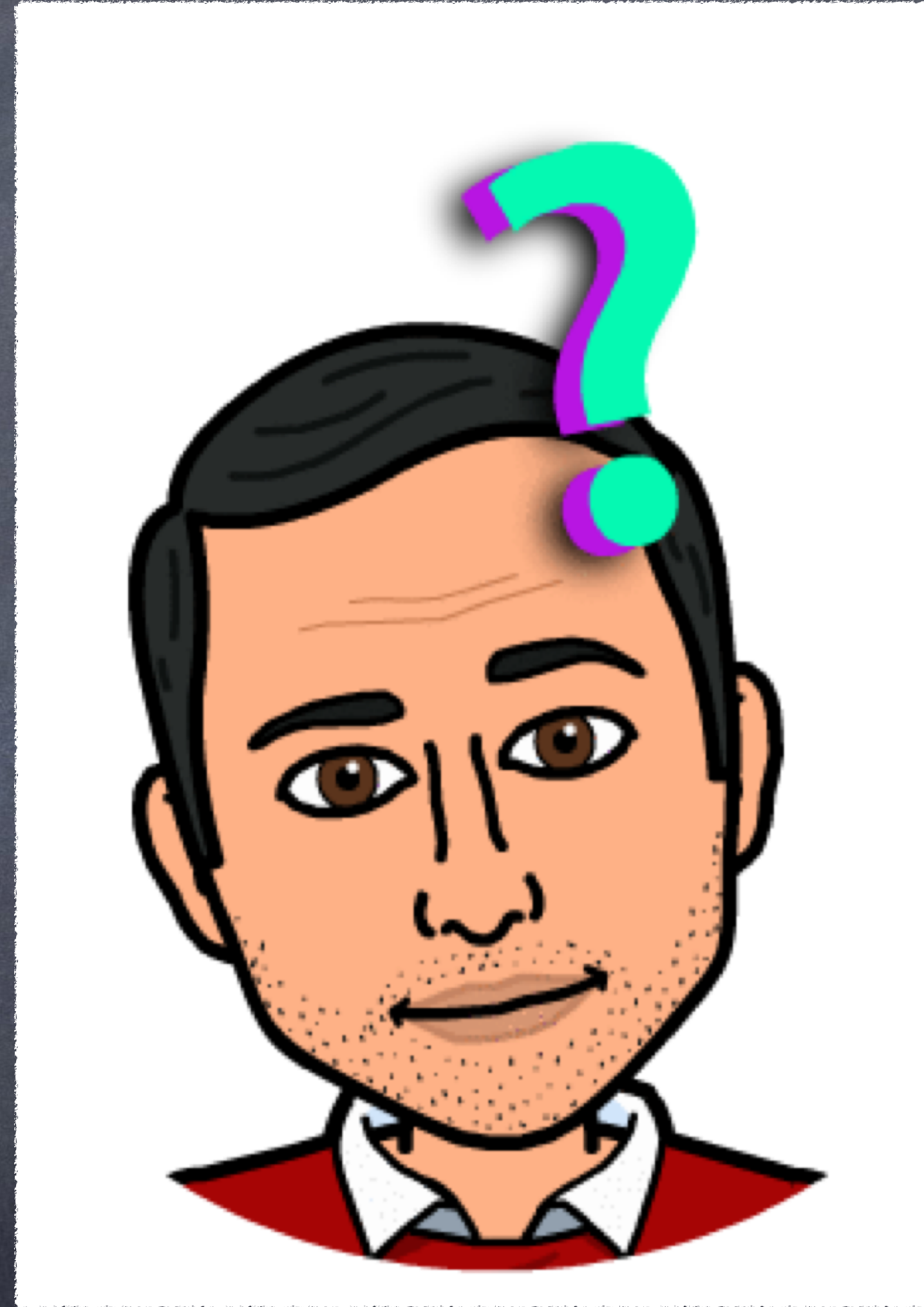
# My Addition: Make Work Visible





# Your Second Question?

How Do I Start?





How Do We Get There?!





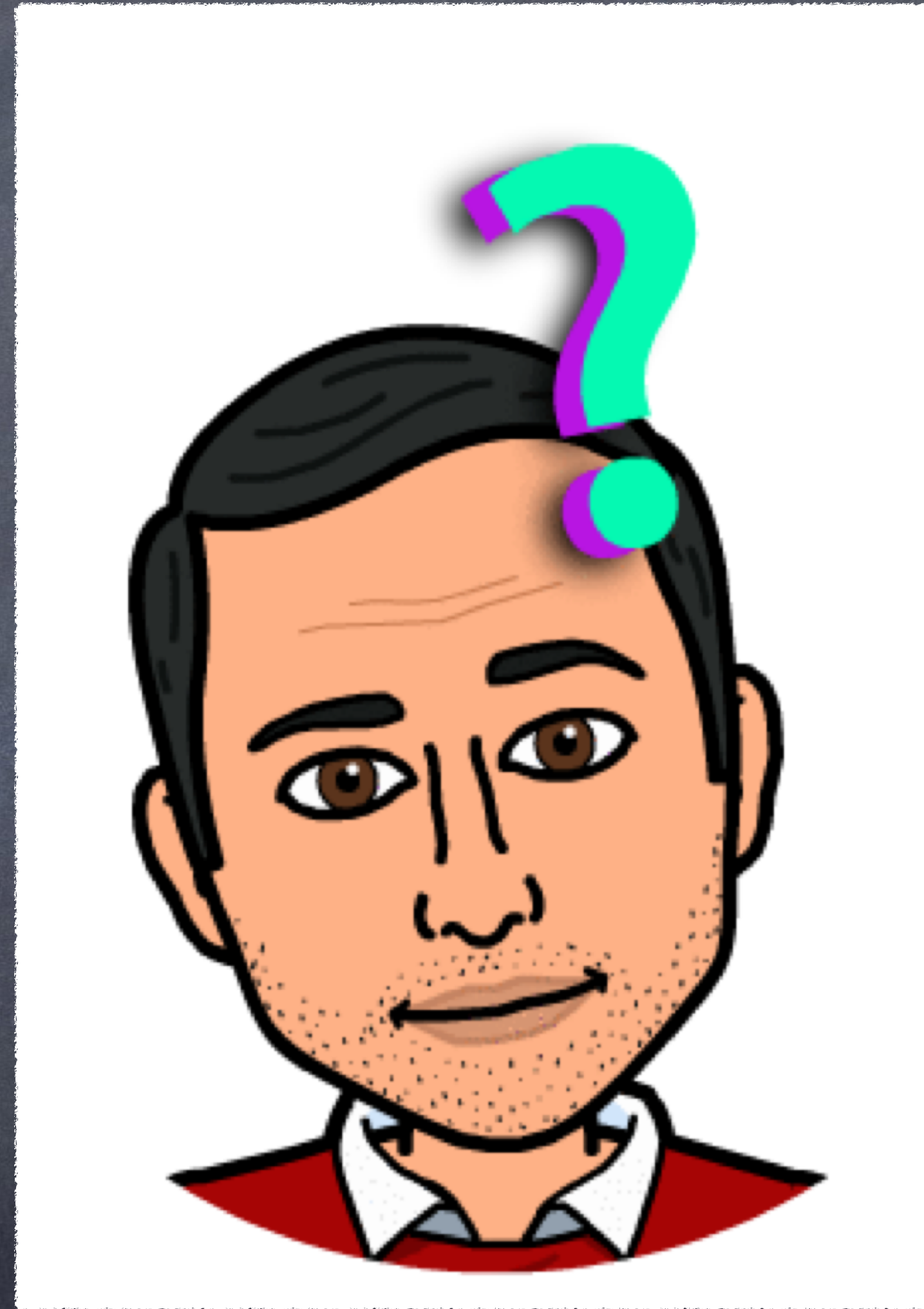
# How Do We Get There?!





# Your Third Question?

What about leadership, what part does it play here?









# Leadership



Leaders are not responsible for the numbers; leaders are responsible for the people responsible for the numbers.

–Simon Sinek

**COACHING** for **LEADERS**



# Transformational Leadership



## Dimensions of transformational leadership

### Vision

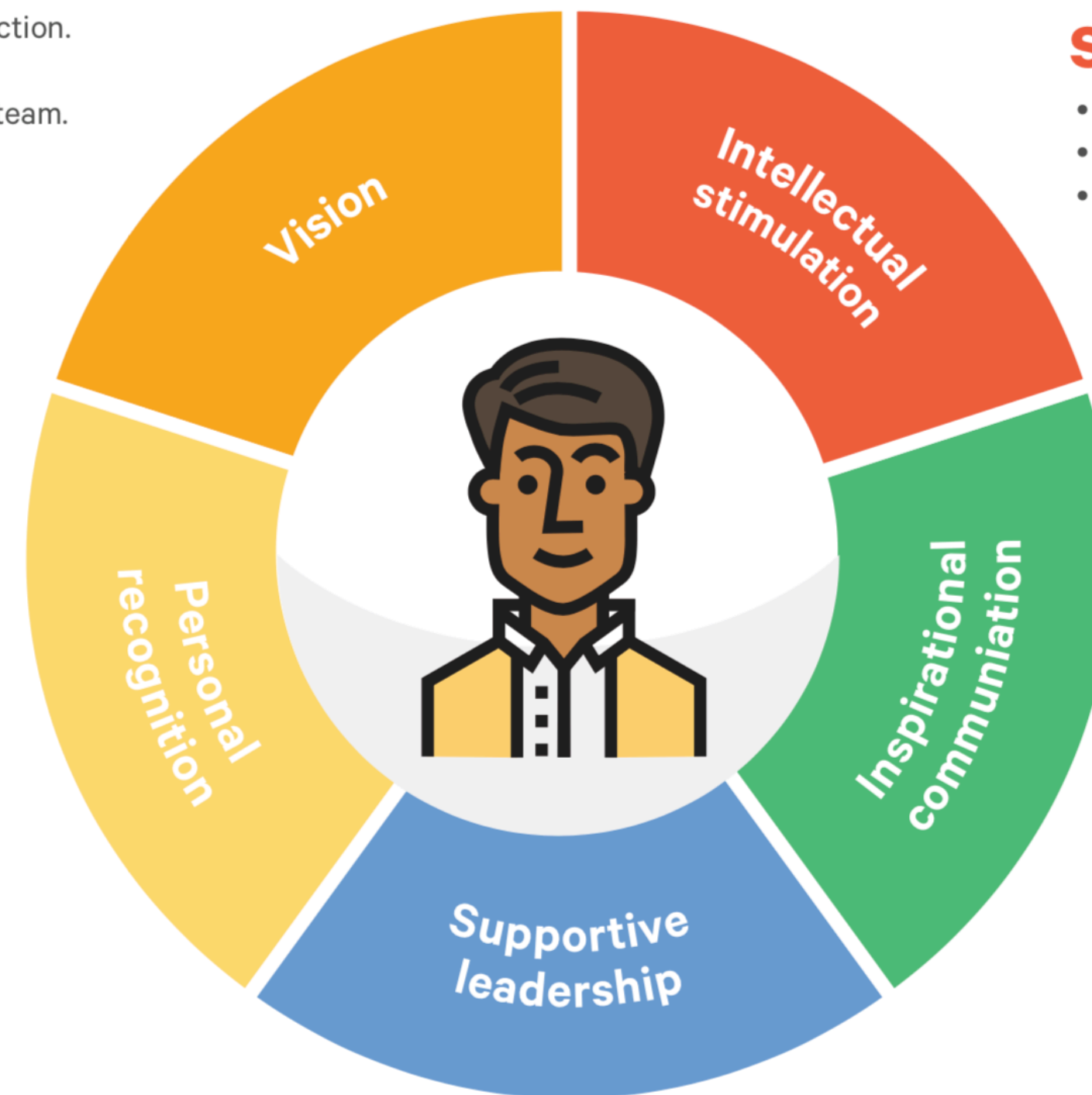
- Understands organizational direction.
- Understands team direction.
- Understands 5-year horizon for team.

### Intellectual stimulation

- Challenges team status quo.
- Challenges team to constantly ask new questions.
- Challenges team on basic assumptions about the work.

### Personal recognition

- Commends team for better-than-average work.
- Acknowledges improvement in quality of work.
- Personally compliments individuals' outstanding work.



### Inspirational communication

- Inspires pride in being part of the team.
- Says positive things about the team.
- Inspires passion and motivation; encourages people to see that change brings opportunities.

### Supportive leadership

- Considers others' personal feelings before acting.
- Is thoughtful of others' personal needs.
- Cares about individuals' interests.



# There is a caveat

Interestingly, we found evidence that the presence of leaders with transformational characteristics is not enough to achieve high DevOps outcomes...

This told us that transformational leadership behavior is not enough, by itself, to drive high IT Performance...

Why was this the case? Because leaders cannot achieve DevOps outcomes on their own.



# OK - Where's The PROOF?

- Accelerate State of DevOps Report 2016, 2017, 2018, and 2019
- "Accelerate" by Nicole Forsgren and Gene Kim
- What's awesome here is there is EMPIRICAL DATA showing Generative Cultures + Transformative Leadership = Happy Employees
- Happy Employees = Happy Customers



# Resources

- Making Work Visible
- The Phoenix Project
- The DevOps Handbook
- The State of DevOps Reports (2014-2018)
- Accelerate
- The Art of Business Value



Questions?